

CPM Project



Time, Leave, and Compensation

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September 16, 2020

Introduction

All businesses, both private and public, are bound by budgetary constraints. Not the least of these parameters is payroll. Will a benefits package secure the longitudinal employment of great employees? How much will it cost? How should a business compensate its employees for work performed? Does the employee earn overtime pay, compensatory time, and paid time off? These are just a few questions that an employer must consider when developing policies and procedures governing the acquisition and maintenance of a highly skilled work force while measuring that cost against an established budget. In South Carolina state government, agencies petition the General Assembly for approval of a proposed budget. And since those proposed budgets are measured against tax revenue and the general needs of the state, in many cases concessions have to be made in agency-level budgets in order to meet state-level goals.

Employee salaries and benefits compensation packages are also regulated at the state level. The state of South Carolina has established pay bands to govern varying levels of vocational responsibility each employee holds with corresponding pay ranges (the higher the responsibility level, the higher the pay band which equals higher pay potential). The State of South Carolina has also established a system of benefits an employee can earn in relation to and in positive correlation with the time that the employee is in a paid working status (actual working time or on paid leave (annual or sick leave)). For the purpose of this project; leave accruals, overtime pay, and compensatory time earned will be the focal points. Insurance packages, retirement plans and other benefits of being employed by the state of South Carolina exist and are factors to consider when developing and managing an agency's annual budget.

In 1893, the state penitentiary designated a portion of its facility and resources as a "reformatory" for delinquent boys. Thirteen years later, in 1906 the General Assembly

established a segregated industrial school system for boys and in 1907 the reformatory for African American males was established. The juvenile justice system was augmented again in 1969 with the establishment of the Department of Juvenile Corrections and in 1980 was reorganized and renamed, becoming The Department of Youth Services. In 1993, our current South Carolina Department of Juvenile Justice (SC DJJ) was established. (Trotti, July 17, 2020). After its many adaptations, the South Carolina Department of Juvenile Justice centers itself around its mission to protect the public and reclaim juveniles through prevention, community programs, education and rehabilitative services in the least restrictive environment. The Agency has three Evaluation Centers, the Juvenile Detention Center (pre-trial facility), the Broad River Road Complex (houses convicted juveniles for longer terms) and a number of alternative placement facilities (wilderness and marine Camps) positioned throughout the state of South Carolina. There are nearly 1400 employees staffing the SC DJJ who are mission driven and dedicated to service in respect to the youth, their communities, and the state of South Carolina.

The Purpose

Working within the confines of a finite budget and adequately compensating dedicated employees can be a daunting task for any agency. While there are rules and regulations that govern general aspects of budgeting and compensation practices; well-written policies and procedures give an agency a clear path to compensation within the constraints of that budget as well as providing the employee with a clear understanding of expectations and practices related to time and leave management measured against compensation. In recent history, the SC DJJ has faced budgetary issues where employee compensation is concerned. There are several policies adopted by the SC DJJ (Policy No.: 224, 225, 231) that address time, leave, and compensation.

While governing and explaining the general aspects of these topics, there are no procedures developed to define best practices in managing how actual worked time and paid/unpaid leave should be recorded when measured against a Work Schedule Rule (WSR) in the South Carolina Enterprise Information System (SCEIS). The research found may help to uncover discrepancies in the manner time and leave are recorded and managed which could lead to a relief in budgetary strain. It is intended that well-developed processes and procedures be adopted to govern time and leave management across departments in an effort to not only appropriately and fairly compensate an employee for dedicated working time, but to also identify potential over-compensation by the agency due to less effective practices.

Data Collection and Analysis

The processes by which time and leave are entered into SCEIS were explained by various time administrators within the agency. There was noted variance in individual practices as well as what time period should be focused on in order to satisfy the Work Schedule Rule (WSR) of an employee. For example, is it important that the daily work hours equal the quota designated by the WSR or do the weekly hours worked determine whether a WSR is met regardless of individual days (some days may exceed expected time while others fall short), or does the total entered hours in a 28-day cycle matter more than the day or weekly entries as long as the expectation is met overall? Understanding this is very important considering it has a direct and positive correlation to how much paid leave or leave without pay may be entered to satisfy the WSR. If there is no paid leave accrued by an employee, leave without pay has to be entered to avoid creating an over-payment by the agency. Consequently, when an employee is in a leave without pay status their accrual of paid leave is adversely affected. Depending on the process by

which time is entered into SCEIS and which time period (day, week, cycle) is used as the standard, compensation and accruals can be greatly affected.

Generally, a corrections employee is expected to enter working time and/or leave equal to 160 hours in a 28-day cycle. Paid leave accruals are based on the employee having met half (80 hours) of working time in that same 28-day cycle. If a correctional officer works (does not include paid leave) more than 171 hours in a 28-day cycle they will be granted compensatory time or overtime pay (Policy No. 224, p. 2)

A sample size of fifteen (15) employees from the SC DJJ Juvenile Detention Center was taken utilizing the Employee Identification Number (EIN) in SCEIS. The sample was then looked at over a period of three 28-day cycles (due to the sample being comprised of correctional officers in a full-time non-exempt status) in Fiscal Year 2020. All working time and leave time was gathered from SCEIS and entered into a spreadsheet for analysis (Appendix A).

May	Week 1			Week 2			Week 3			Week 4		
Identifier	Worked	Paid Leave	LWOP	Worked	Paid Leave	LWOP	Worked	Paid Leave	LWOP	Worked	Paid Leave	LWOP
A	34.49	0	0	46.75	8	0	17	24	0	38.98	5.75	0
B	49.22	12	0	24	0	0	62.87	0	0	24.27	0	0
C	30.02	0	0	60.53	1.05	0	0	24	0	64.5	0.55	0
D	26.57	0	0	55.35	4	0	27.07	0	0	40.05	16	0
E	23.85	0.73	0	38.08	16	0	0	24	0	50.8	12	0
F	23.95	0.08	0	0	52	0	25.33	0	0	70.83	0	0
G	12.53	12	0	63.64	0	0	12.35	12	0	61.86	0	0
H	26.59	0	0	69.45	0	0	26.42	0	0	39.08	24	0
I	19.33	4.67	0	55.02	7.65	0	19.17	5.83	0	50.77	7.1	0
J	25.61	0	0	53.37	12	0	12.67	12	0	50.68	12	0
K	48.43	14.92	0	26.5	0	0	38.09	0	12	49.27	0	24
L	65.81	0	0	26.36	0	0	48.59	14.87	0	26.38	0	0
M	66.32	0	0	0	24	0	66.03	0	0	26.34	0	0
N	29.27	0	0	63.82	0	0	26.28	0	0	63.77	0	0
O	24.8	0	0	61.77	0	0	24.75	0	0	63.07	0.18	0

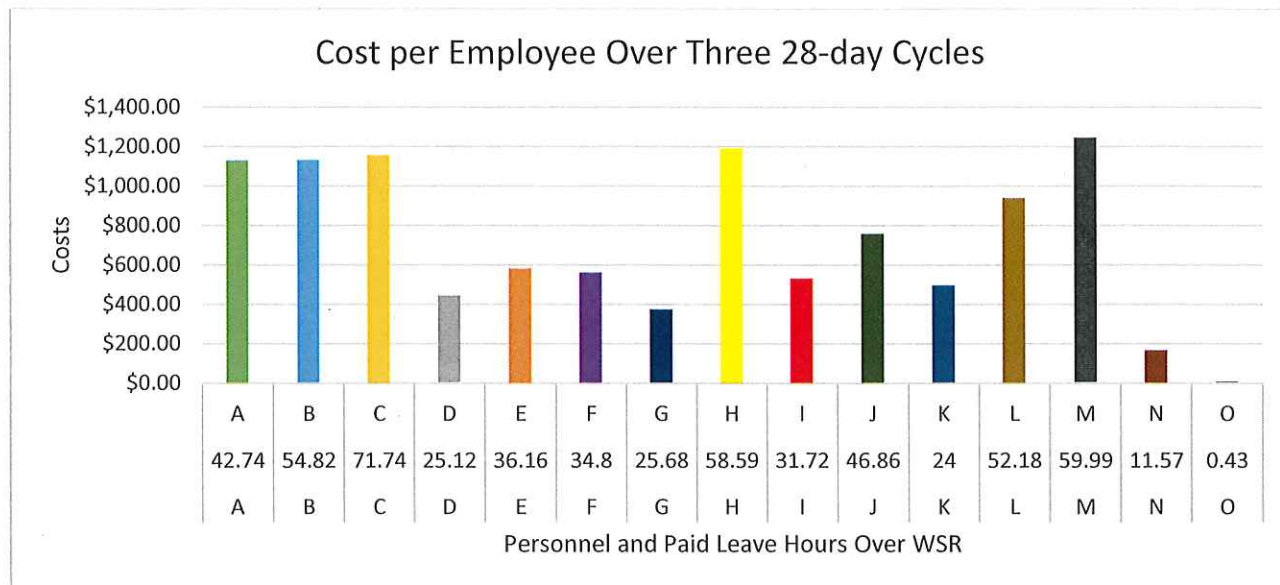
The data from this sample revealed that there was a significant amount of leave time entered into SCEIS that exceeded the pay period expectations of the WSR.

Total Paid Leave Hours Over WSR (March - May) *Does not include worked overtime*	
Identifier	Leave hours
A	42.74
B	54.82
C	71.74
D	25.12
E	36.16
F	34.8
G	25.68
H	58.59
I	31.72
J	46.86
K	24
L	52.18
M	59.99
N	11.57
O	0.43

Cost of Extra (Leave) Hours Paid	
Identifier	Cost
A	\$1,130.05
B	\$1,132.03
C	\$1,160.04
D	\$442.87
E	\$584.71
F	\$562.72
G	\$373.64
H	\$1,196.99
I	\$533.53
J	\$757.73
K	\$498.48
L	\$939.76
M	\$1,245.39
N	\$168.34
O	\$6.95

Average Extra Leave Hours Paid
38.42666667

Average Extra Cost per Employee (3 months)
\$715.55



In terms of fiscal responsibility, this shows that staff may be being over-paid in a given pay period. And, on the other side of that same coin, the data shows that leave may have been unnecessarily deducted from the employees accrued leave pool. The data further shows, that in a small number of cases, leave without pay (LWOP) may have been unnecessarily entered. This is not to suggest that those particular instances (LWOP) could not have been attributed to a disciplinary action levied on the employee. The two things to consider when applying a LWOP status on an employee are:

Is the status a result of a disciplinary action?

Was paid leave exhausted at the time of the absence?

If the latter were true, the entrance of the LWOP status would have had an unnecessary negative impact on the employee: negative effect on that pay periods paid leave accrual and potentially a negative impact on earned pay.

Implementation Plan

The SC Department of Juvenile Justice should adopt a Standard Operating Procedure (SOP) to more clearly define best practices for time administration and to streamline the process throughout the entire agency. This SOP should provide the agency's expectation in regards to how time and leave should be entered when measured against a given work schedule rule.

- When considering paid time, what time period should be focused upon to satisfy a work schedule rule:
 - Day: Should each day reflect the expected number of hours (worked or leave status) shown be the WSR in SCEIS
 - Week: If the weekly entered time meets the WSR, should the individual day's entry be of less concern
 - Pay period: Should the daily and weekly time entered be of less consequence as long as the total amount of time entered for the pay period equal the expectation of the WSR
 - This identification could potentially save the agency payroll dollars. The research showed that over the three 28-day cycles (emphasis was given to the daily expectation; ensuring that each day the employee met the WSR for that day) an average of over \$700.00 was paid to each employee over that which the WSR dictated (actual overtime worked is not reflected in the results).
 - Would allow for the equal and fair administration and accrual of leave.
 - Employees should be aware that leave is being used to satisfy a work schedule rule. If they are not well-informed, they may be surprised to learn

that they do not have enough leave accrued to take a planned absence.

This could result in negative action from the employee to the agency.

- Managers and Supervisors should be intimately involved in the schedules of their direct reporting staff:
 - Supervisors should be knowledgeable concerning the regulations governing time and leave. This could be accomplished by regular trainings from a time and leave administrator. At a minimum, staff should have an initial training that is both conducted and evaluated by a person qualified and trained to do so and have a yearly refresher training designed to reiterate policy and procedure as well as to inform of any changes in regulation.
 - Supervisors should also be knowledgeable of their staff's accruals and utilization of leave. This would allow supervisors to advise staff on balances and ability to take requested time off. A time administrator could provide the supervisor with this information on a monthly basis via a spreadsheet with total worked time, leave taken, leave remaining balance and unpaid leave applied. This will aid the supervisor in making informed decision regarding accepting/declining a leave request.
- The process for the application of leave to satisfy a WSR should be stream-lined and done in the same manner across departments:
 - A clear and precise process would eliminate the potential for biases and misuse of time and leave policies
 - Would allow for a substitute administrator to act in a concise manner in the event of an absence of the assigned time administrator.

- Would allow a point of reference to less knowledgeable staff and provide for consistently applied trainings in correlated areas.
- Would allow for a point of reference when explaining how the process was applied.

A draft Standard Operating Procedure is provided in Appendix B

Summary and Recommendations

State agencies are funded by tax-payer dollars, and as such they must make every attempt to be good stewards of those funds. When initially hiring a successful candidate for a position, a certain salary/wage is agreed upon and a set of benefits are offered as fair compensation for the skills and functions that the candidate is expected to perform. The agency expects to compensate that employee based upon that agreement and the employee agrees to provide the services correlated to their position for the agreed upon compensation package. When the compensation begins to extend beyond those expectations, an employer has to consider the nature of the discrepancy and measure that against other budgetary and mission-oriented concerns. This can become a quite complex problem if left unfettered.

The research conducted in this project has identified a discrepancy between how an employee's time and leave are applied. This discrepancy appears to not only be costing the SC DJJ more payroll dollars than anticipated but could also be unnecessarily using an employee's leave to satisfy a work schedule rule that has already been met when one looks at a pay period instead of a single day's expected worked time. The Agency (in the recent past) had to petition the General Assembly for additional funding to compensate employees for overtime worked. If

the agency generated a more focused policy and procedural manual governing the manner in which it expects time and leave to be recorded and utilized, over payment (not over time) would be mitigated.

The policy should focus on the acquisition of time relative to a pay period versus that of a single day. For example:

It is expected for an employee to work a minimum of 160 hours in a 28-day cycle (approximately half of that during a single pay period). If an employee works more than or equal to the 160 hours (80 per pay period), there is no need for that employee to have leave entered.

Not only would this help to mitigate over payment but would also mitigate the overuse of paid leave to satisfy the daily WSR.

In conjunction with a more detailed and concise SOP, the agency should also ensure that employees are familiar with the policy and that supervisors are more involved and knowledgeable of their staff's use and accrual of leave. This information could be supplied to supervisors by time and leave administrators in human resources in the form of an agency adopted document on a regular basis. This would help the supervisors to make more informed decisions in regard to requested time off. The training would help to give all employees a basic understanding of how time and leave are managed and how they correlate to pay and future paid leave accruals.

The adoption of a standardized process will cause time management to be performed the same across the agency. This will make it easier for a substitute administrator to fill in for another administrator in his or her absence. The process for managing and recording time into

SCEIS would be clear and concise and would make training easier for future administrators as conflicting methodologies would not be commonplace. A secondary advantage to having an agency-wide SOP would be that employees transitioning to other facilities within the agency would not have to adjust to a new time administrator whose practices may differ from the other. There would be a natural reduction in confusion about how earned paid leave is used to satisfy a work schedule and lower the likelihood of surprise when an employee needs to use a paid day of leave to find out that the leave has already been spent (perhaps unnecessarily).

APPENDIX A

IDENTIFIER	24-May			23-May			22-May			21-May			20-May			19-May			18-May		
	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP
A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B	12	0	0	12.52	0	0	12.48	0	0	0	0	0	0	0	0	0	0	0	12.22	0	0
C	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
G	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
H	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
K	0	12	0	9.08	2.92	0	12.9	0	0	0	0	0	0	0	0	12.88	0	0	13.57	0	0
L	12.88	0	0	12.88	0	0	12.95	0	0	0	0	0	0	0	0	13.42	0	0	13.68	0	0
M	13.02	0	0	13	0	0	13.15	0	0	0	0	0	0	0	0	13.6	0	0	13.55	0	0
N	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
O	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

IDENTIFIER	17-May			16-May			15-May			14-May			13-May			12-May			11-May		
	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP
A	12.25	0	0	0	0	0	16.75	0	0	9	0	0	8.75	0	0	0	8	0	0	0	0
B	0	0	0	0	0	0	0	0	0	12	0	0	12	0	0	0	0	0	0	0	0
C	12.57	0	0	11.22	0.78	0	12.71	0	0	0	0	0	0	0	0	11.73	0.27	0	12.3	0	0
D	12.55	0	0	12.32	0	0	17	0	0	0	0	0	0	0	0	13.48	0	0	0	4	0
E	13.07	0	0	12.43	0	0	12.58	0	0	0	0	0	0	0	0	12	0	0	0	4	0
F	0	12	0	0	12	0	0	12	0	0	0	0	0	0	0	0	12	0	0	4	0
G	14.53	0	0	12.28	0	0	12.38	0	0	0	0	0	0	0	0	12.37	0	0	12.08	0	0
H	14.47	0	0	12.8	0	0	17.02	0	0	0	0	0	0	0	0	12.33	0	0	12.83	0	0
I	13.05	0	0	8.43	3.57	0	9.92	2.08	0	0	0	0	0	0	0	13.62	0	0	10	2	0
J	12.58	0	0	12.18	0	0	0	12	0	0	0	0	0	0	0	14.28	0	0	14.33	0	0
K	0	0	0	0	0	0	0	0	0	13.5	0	0	13	0	0	0	0	0	0	0	0
L	0	0	0	0	0	0	0	0	0	13.48	0	0	12.88	0	0	0	0	0	0	0	0
M	0	0	0	0	0	0	0	0	0	12	0	0	12	0	0	0	0	0	0	0	0
N	12.88	0	0	12.55	0	0	12.52	0	0	0	0	0	0	0	0	12.97	0	0	12.9	0	0
O	12.3	0	0	12.17	0	0	12.52	0	0	0	0	0	0	0	0	12.53	0	0	12.25	0	0

IDENTIFIER	10-May			9-May			8-May			7-May			6-May			5-May			4-May		
	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP
A	0	0	0	0	0	0	0	8	0	0	8	0	0	8	0	9	0	0	8	0	0
B	12.85	0	0	12	0	0	12.2	0	0	0	0	0	0	0	0	12.72	0	0	13.1	0	0
C	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D	0	0	0	0	0	0	0	0	0	13.72	0	0	13.35	0	0	0	0	0	0	0	0
E	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	0	0	0	0	0	0	0	0	0	12.58	0	0	12.75	0	0	0	0	0	0	0	0
G	0	0	0	0	0	0	0	0	0	0	12	0	12.35	0	0	0	0	0	0	0	0
H	0	0	0	0	0	0	0	0	0	13	0	0	13.42	0	0	0	0	0	0	0	0
I	0	0	0	0	0	0	0	0	0	6.17	5.83	0	13	0	0	0	0	0	0	0	0
J	0	0	0	0	0	0	0	0	0	12.67	0	0	12	0	0	0	0	0	0	0	0
K	12.17	0	0	12.9	0	0	13.02	0	0	0	0	0	0	0	0	12	0	0	12	0	0
L	0	12	0	12.83	0	0	9.13	2.87	0	0	0	0	0	0	0	13.5	0	0	13.13	0	0
M	13.25	0	0	12.98	0	0	13	0	0	0	0	0	0	0	0	13.67	0	0	13.13	0	0
N	0	0	0	0	0	0	0	0	0	12.88	0	0	13.4	0	0	0	0	0	0	0	0
O	0	0	0	0	0	0	0	0	0	12.5	0	0	12.25	0	0	0	0	0	0	0	0

IDENTIFIER	3-May			2-May			1-May			30-Apr			29-Apr			28-Apr			27-Apr		
	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP
A	0	0	0	0	0	0	9	0	0	8.47	0	0	2.25	5.75	0	11.09	0	0	8.17	0	0
B	0	0	0	0	0	0	0	0	0	12.22	0	0	12.05	0	0	0	0	0	0	0	0
C	11.9	0.1	0	12.33	0	0	12.37	0	0	0	0	0	0	0	0	11.55	0.45	0	16.35	0	0
D	14.77	0	0	12.7	0	0	12.58	0	0	0	0	0	0	0	0	12	0	0	0	4	0
E	12.55	0	0	13.33	0	0	12.42	0	0	0	0	0	0	0	0	12	0	0	12.5	0	0
F	15.22	0	0	12.8	0	0	12.77	0	0	0	0	0	0	0	0	17.62	0	0	12.42	0	0
G	12.55	0	0	12.43	0	0	12.2	0	0	0	0	0	0	0	0	12.43	0	0	12.25	0	0
H	0	12	0	0	12	0	12.33	0	0	0	0	0	0	0	0	13.42	0	0	13.33	0	0
I	13	0	0	8.4	3.6	0	12.87	0	0	0	0	0	0	0	0	8.5	3.5	0	13.08	0	0
J	0	12	0	12.42	0	0	12.35	0	0	0	0	0	0	0	0	12.83	0	0	0	0	0
K	13.2	0	0	12.92	0	0	13.15	0	0	0	12	0	12	0	0	12	0	0	0	0	0
L	0	0	0	0	0	0	0	0	0	13.3	0	0	13.08	0	0	0	0	0	0	0	0
M	0	0	0	0	0	0	0	0	0	13.17	0	0	13.17	0	0	0	0	0	0	0	0
N	14.6	0	0	12.15	0	0	12.02	0	0	0	0	0	0	0	0	12.67	0	0	12.33	0	0
O	11.82	0.18	0	12.77	0	0	12.17	0	0	0	0	0	0	0	0	14.23	0	0	12.08	0	0

IDENTIFIER	Week 1			Week 2			Week 3			Week 4		
	Worked	Paid Leave	LWOP	Worked	Paid Leave	LWOP	Worked	Paid Leave	LWOP	Worked	Paid Leave	LWOP
A	38.98	5.75	0	0	0	0	0	0	0	0	0	0
B	24.27	0	0	0	0	0	0	0	0	0	0	0
C	64.5	0.55	0	0	0	0	0	0	0	0	0	0
D	40.05	16	0	0	0	0	0	0	0	0	0	0
E	50.8	12	0	0	0	0	0	0	0	0	0	0
F	70.83	0	0	0	0	0	0	0	0	0	0	0
G	61.86	0	0	0	0	0	0	0	0	0	0	0
H	39.08	24	0	0	0	0	0	0	0	0	0	0
I	50.77	7.1	0	0	0	0	0	0	0	0	0	0
J	50.68	12	0	0	0	0	0	0	0	0	0	0
K	49.27	0	24	0	0	0	0	0	0	0	0	0
L	26.38	0	0	0	0	0	0	0	0	0	0	0
M	26.34	0	0	0	0	0	0	0	0	0	0	0
N	63.77	0	0	0	0	0	0	0	0	0	0	0
O	63.07	0.18	0	0	0	0	0	0	0	0	0	0

IDENTIFIER	28-Day Cycle		
	Worked	Paid Leave	LWOP
A	38.98	5.75	0
B	24.27	0	0
C	64.5	0.55	0
D	40.05	16	0
E	50.8	12	0
F	70.83	0	0
G	61.86	0	0
H	39.08	24	0
I	50.77	7.1	0
J	50.68	12	0
K	49.27	0	24
L	26.38	0	0
M	26.34	0	0
N	63.77	0	0
O	63.07	0.18	0

APPENDIX A

IDENTIFIER	26-Apr			25-Apr			24-Apr			23-Apr			22-Apr			21-Apr			20-Apr		
	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP
A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B	14.58	0	0	0	11.47	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
G	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
H	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
K	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
L	15.18	0	0	0	13.45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M	14.58	0	0	0	13.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
N	0	12	0	0	10.9	1.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
O	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

IDENTIFIER	19-Apr			18-Apr			17-Apr			16-Apr			15-Apr			14-Apr			13-Apr		
	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP
A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C	12.15	0	0	0	12.25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D	16.1	0	0	0	12.83	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E	12.12	0	0	0	12.45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	0	12	0	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
G	12.33	0	0	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
H	12.67	0	0	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I	12.75	0	0	0	12.75	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J	12.55	0	0	0	14.58	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
K	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
L	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
N	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
O	12.52	0	0	0	12.32	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

IDENTIFIER	12-Apr			11-Apr			10-Apr			9-Apr			8-Apr			7-Apr			6-Apr		
	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP
A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B	12.67	0	0	0	12.62	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
G	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
H	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I	12.58	0	0	0	13.73	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
K	11.28	0	0	0	12.63	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
L	12.63	0	0	0	12.55	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M	12.83	0	0	0	12.85	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
N	11.65	0.35	0	0	12.53	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
O	9.43	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

IDENTIFIER	5-Apr			4-Apr			3-Apr			2-Apr			1-Apr			31-Mar			30-Mar		
	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP
A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C	0	12	0	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D	13.32	0	0	0	13.22	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E	12.47	0	0	0	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	12.63	0	0	0	12.78	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
G	13.3	0	0	0	12.45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
H	0	12	0	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J	0	12	0	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
K	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
L	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M	11.33	0.67	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
N	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
O	12.32	0	0	0	16.67	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

IDENTIFIER	Week 1			Week 2			Week 3			Week 4		
	Worked	Paid Leave	LWOP	Worked	Paid Leave	LWOP	Worked	Paid Leave	LWOP	Worked	Paid Leave	LWOP
A	53.47	0	0	0	0	0	0	0	0	0	0	0
B	15.78	12	0	0	0	0	0	0	0	0	0	0
C	0	52	0	0	0	0	0	0	0	0	0	0
D	55.03	4	0	0	0	0	0	0	0	0	0	0
E	51.01	4	0	0	0	0	0	0	0	0	0	0
F	64	0	0	0	0	0	0	0	0	0	0	0
G	62.9	0	0	0	0	0	0	0	0	0	0	0
H	40.72	24	0	0	0	0	0	0	0	0	0	0
I	12.57	12	0	0	0	0	0	0	0	0	0	0
J	24.62	36	0	0	0	0	0	0	0	0	0	0
K	26.75	0	0	0	0	0	0	0	0	0	0	0
L	13.37	12	0	0	0	0	0	0	0	0	0	0
M	37.55	0.67	0	0	0	0	0	0	0	0	0	0
N	6.7	17.3	0	0	0	0	0	0	0	0	0	0
O	65.75	0	0	0	0	0	0	0	0	0	0	0

IDENTIFIER	28-Day Cycle		
	Worked	Paid Leave	LWOP
A	53.47	0	0
B	15.78	12	0
C	0	52	0
D	55.03	4	0
E	51.01	4	0
F	64	0	0
G	62.9	0	0
H	40.72	24	0
I	12.57	12	0
J	24.62	36	0
K	26.75	0	0
L	13.37	12	0
M	37.55	0.67	0
N	6.7	17.3	0
O	65.75	0	0

APPENDIX A

IDENTIFIER	29-Mar			28-Mar			27-Mar			26-Mar			25-Mar			24-Mar			23-Mar		
	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP
A	0	0	0	0	0	0	8	0	0	8.8	0	0	9	0	0	9	0	0	0	8	0
B	0	0	0	0	0	0	8	0	0	8.8	0	0	9	0	0	9	0	0	0	8	0
C	0	0	0	0	0	0	0	0	0	0	12	0	0	12	0	0	0	0	0	0	0
D	0	0	0	0	0	0	0	0	0	12.6	0	0	11.92	0.08	0	0	0	0	0	0	0
E	0	0	0	0	0	0	0	0	0	10.8	1.2	0	10.93	1.07	0	0	0	0	6	0	0
F	0	0	0	0	0	0	0	0	0	15	0	0	13.43	0	0	0	0	0	0	0	0
G	0	0	0	0	0	0	0	0	0	12.4	0	0	12.25	0	0	0	0	0	0	0	0
H	0	0	0	0	0	0	0	0	0	12.73	0	0	12.85	0	0	0	0	0	0	0	0
I	12.45	0	0	12.38	0	0	8.7	0	0	0	0	0	0	0	0	12.42	0	0	12.65	0	0
J	0	0	0	0	0	0	0	0	0	12.45	0	0	12.47	0	0	0	0	0	0	0	0
K	0	12	0	0	12	0	0	12	0	0	0	0	0	0	0	0	12	0	0	4	0
L	12.7	0	0	13.03	0	0	13.22	0	0	0	0	0	0	0	0	0	12	0	13.07	0	0
M	12.75	0	0	12.93	0	0	13	0	0	0	0	0	0	0	0	12.78	0	0	13.08	0	0
N	0	0	0	0	0	0	0	0	0	12.73	0	0	12.4	0	0	0	0	0	0	0	0
O	0	0	0	0	0	0	0	0	0	12.65	0	0	12.72	0	0	0	0	0	0	0	0

IDENTIFIER	22-Mar			21-Mar			20-Mar			19-Mar			18-Mar			17-Mar			16-Mar		
	Work	PaidLeave	LWOP	Work	PaidLeave	LWOP	Work	PaidLeave	LWOP	Work	PaidLeave	LWOP	Work	PaidLeave	LWOP	Work	PaidLeave	LWOP	Work	PaidLeave	LWOP
A	0	0	0	0	0	0	14.78	0	0	15.03	0	0	15.18	0	0	14.17	0	0	22.64	0	0
B	0	0	0	0	0	0	14.78	0	0	15.03	0	0	15.18	0	0	14.17	0	0	0	0	0
C	12.23	0	0	12.23	0	0	12.07	0	0	0	0	0	0	0	0	0	0	0	23.83	0	0
D	12.6	0	0	12.6	0	0	12.65	0	0	0	0	0	0	0	0	13.5	0	0	12.47	0	0
E	12.32	0	0	12.53	0	0	12.48	0	0	0	0	0	0	0	0	12.57	0	0	12.6	0	0
F	12.62	0	0	12.73	0	0	12.72	0	0	0	0	0	0	0	0	12.9	0	0	12.75	0	0
G	12.48	0	0	12.25	0	0	12.28	0	0	0	0	0	0	0	0	12.12	0	0	11.97	0.03	0
H	13.23	0	0	13.25	0	0	12.45	0	0	0	0	0	0	0	0	13.67	0	0	13.15	0	0
I	0	0	0	0	0	0	0	0	0	12	0	0	12.53	0	0	0	0	0	0	0	0
J	12.83	0	0	12.4	0	0	12.3	0	0	0	0	0	0	0	0	12.43	0	0	12.33	0	0
K	0	0	0	0	0	0	0	0	0	12.95	0	0	12.97	0	0	0	0	0	0	0	0
L	0	0	0	0	0	0	0	0	0	13.02	0	0	0	12	0	0	0	0	0	0	0
M	0	0	0	0	0	0	0	0	0	13.05	0	0	13	0	0	0	0	0	0	0	0
N	12.38	0	0	12.22	0	0	13.47	0	0	0	0	0	0	0	0	12.62	0	0	12.22	0	0
O	12.45	0	0	12.75	0	0	12.2	0	0	0	0	0	0	0	0	12.4	0	0	12.17	0	0

IDENTIFIER	15-Mar			14-Mar			13-Mar			12-Mar			11-Mar			10-Mar			9-Mar		
	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP
A	0	0	0	4.12	0	0	8.93	0	0	10.35	0	0	9.18	0	0	7.53	0.47	0	10.72	0	0
B	13.33	0	0	12.63	0	0	12.5	0	0	0	0	0	0	0	0	13.88	0	0	12.65	0	0
C	0	0	0	0	0	0	0	0	0	12.63	0	0	15.9	0	0	0	0	0	0	0	0
D	0	0	0	0	0	0	0	0	0	12	0	0	15.95	0	0	0	0	0	0	0	0
E	0	0	0	0	0	0	0	0	0	12	0	0	12	0	0	0	0	0	0	0	0
F	0	0	0	7.93	0	0	9.47	0	0	24.64	0	0	13.12	0	0	0	0	0	8.42	0	0
G	0	0	0	0	0	0	0	0	0	12	0	0	12.3	0	0	0	0	0	0	0	0
H	0	0	0	0	0	0	0	0	0	13.3	0	0	15.35	0	0	0	0	0	0	0	0
I	12.5	0	0	12.67	0	0	12.68	0	0	0	0	0	0	0	0	11.25	0.75	0	16.43	0	0
J	0	0	0	0	0	0	0	0	0	10.68	0	0	12.7	0	0	0	0	0	0	0	0
K	12.95	0	0	12	0	0	0	0	0	13.68	0	0	13.07	0	0	0	0	0	13.12	0	0
L	0	12	0	13.13	0	0	12.72	0	0	0	0	0	0	0	0	10.4	1.6	0	13.18	0	0
M	0	12	0	13.28	0	0	13.5	0	0	0	0	0	0	0	0	12.43	0	0	10.05	1.95	0
N	0	0	0	0	0	0	8.73	0	0	6	2	0	8	0	0	8	0	0	8	0	0
O	0	0	0	0	0	0	0	0	0	22.3	0	0	12.6	0	0	8.05	0	0	0	0	0

IDENTIFIER	8-Mar			7-Mar			6-Mar			5-Mar			4-Mar			3-Mar			2-Mar		
	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP	Work	Paid Leave	LWOP
A	0	0	0	6	0	0	10.72	0	0	0	8	0	8.48	0	0	8.7	0	0	9.35	0	0
B	0	0	0	0	0	0	0	0	0	12.98	0	0	12.68	0	0	0	0	0	0	0	0
C	15.33	0	0	14.07	0	0	12	0	0	7.75	0	0	0	0	0	12.28	0	0	15.42	0	0
D	16.45	0	0	15.47	0	0	12.8	0	0	0	0	0	0	0	0	13.52	0	0	12.5	0	0
E	0	12	0	6.58	5.42	0	8.68	3.92	0	6.85	0	0	2.18	0	0	12.38	0	0	11.92	0	0
F	10.9	1.1	0	22.65	0	0	12.98	0	0	0	0	0	9.32	0	0	12.48	0	0	12.65	0	0
G	12.28	0	0	12.4	0	0	12.45	0	0	0	0	0	0	0	0	12.12	0	0	11.97	0	0
H	12.13	0	0	22.75	0	0	12.87	0	0	4.97	0	0	0	0	0	12.85	0	0	12.48	0	0
I	0	0	0	0	0	0	0	0	0	12	0	0	12.83	0	0	0	0	0	0	0	0
J	13.53	0	0	12	0	0	13.82	0	0	0	0	0	0	0	0	12.6	0	0	12.92	0	0
K	0	0	0	0	0	0	0	0	0	13.17	0	0	13.17	0	0	0	0	0	0	0	0
L	0	0	0	0	0	0	0	0	0	9.7	0	0	13.12	0	0	0	0	0	0	0	0
M	0	0	0	0	0	0	0	0	0	10.77	1.23	0	13.15	0	0	0	0	0	0	0	0
N	0	0	0	0	0	0	8	0	0	8	0	0	8	0	0	80	0	0	8	0	0
O	12.37	0	0	12.35	0	0	12.4	0	0	9.83	0	0	0	0	0	12.45	0	0	12.08	0	0

IDENTIFIER	Week 1			Week 2			Week 3			Week 4		
	Worked	Paid Leave	LWOP	Worked	Paid Leave	LWOP	Worked	Paid Leave	LWOP	Worked	Paid Leave	LWOP
A	43.25	8	0	0	0	0	0	0	0	0	0	0
B	25.66	0	0	0	0	0	0	0	0	0	0	0
C	64.85	12	0	0	0	0	0	0	0	0	0	0
D	70.74	0	0	0	0	0	0	0	0	0	0	0
E	48.59	20.74	0	0	0	0	0	0	0	0	0	0
F	80.98	1.1	0	0	0	0	0	0	0	0	0	0
G	61.22	0	0	0	0	0	0	0	0	0	0	0
H	78.05	0	0	0	0	0	0	0	0	0	0	0
I	12.83	12	0	0	0	0	0	0	0	0	0	0
J	52.27	12	0	0	0	0	0	0	0	0	0	0
K	26.34	0	0	0	0	0	0	0	0	0	0	0
L	22.82	0	0	0	0	0	0	0	0	0	0	0
M	23.92	1.23	0	0	0	0	0	0	0	0	0	0
N	112	0	0	0	0	0	0	0	0	0	0	0
O	71.48	0	0	0	0	0	0	0	0	0	0	0

IDENTIFIER	28-Day
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APPENDIX A

ID	Week 1				Week 2				Week 3				Week 4			
	Identifier	Worked	Prod-Low	WOP	Identifier	Worked	Prod-Low	WOP	Identifier	Worked	Prod-Low	WOP	Identifier	Worked	Prod-Low	WOP
A	34.69	0	0	0	46.75	8	0	0	17	24	0	0	38.98	575	0	0
B	49.22	12	0	0	60.53	155	0	0	62.87	0	0	0	24.27	0	0	0
C	30.02	0	0	0	55.55	4	0	0	16	24	0	0	40.05	16	0	0
D	26.57	0/3	0	0	38.88	45	0	0	22	0	0	0	40.05	32	0	0
E	23.85	0/3	0	0	25.31	0	0	0	25.31	0	0	70.83	0	0	0	0
F	23.55	0/3	0	0	61.64	0	0	0	12.35	12	0	0	61.86	0	0	0
G	36.59	0	0	0	69.65	0	0	0	26.42	0	0	39.08	24	0	0	0
H	16.33	4.67	0	0	55.02	7.65	0	0	19.17	5.83	0	0	50.77	7.1	0	0
I	25.61	0	0	0	53.37	12	0	0	12.67	12	0	0	49.38	12	0	0
J	28.61	0	0	0	26.5	0	0	0	38.09	0	0	12	49.37	0	24	0
K	44.63	14.52	0	0	76.5	0	0	0	48.59	14.87	0	0	26.38	0	0	0
L	65.81	0	0	0	26.36	0	0	0	68.03	0	0	0	33	0	0	0
M	65.32	0	0	0	0	24	0	0	68.03	0	0	0	33	0	0	0
N	29.27	0	0	0	63.42	0	0	0	61.77	0	0	0	0	0	0	0
O	24.8	0	0	0	61.77	0	0	0	24.75	0	0	0	63.07	0.18	0	0

WSR requires 150 working and/or leave hours during a 76-day cycle

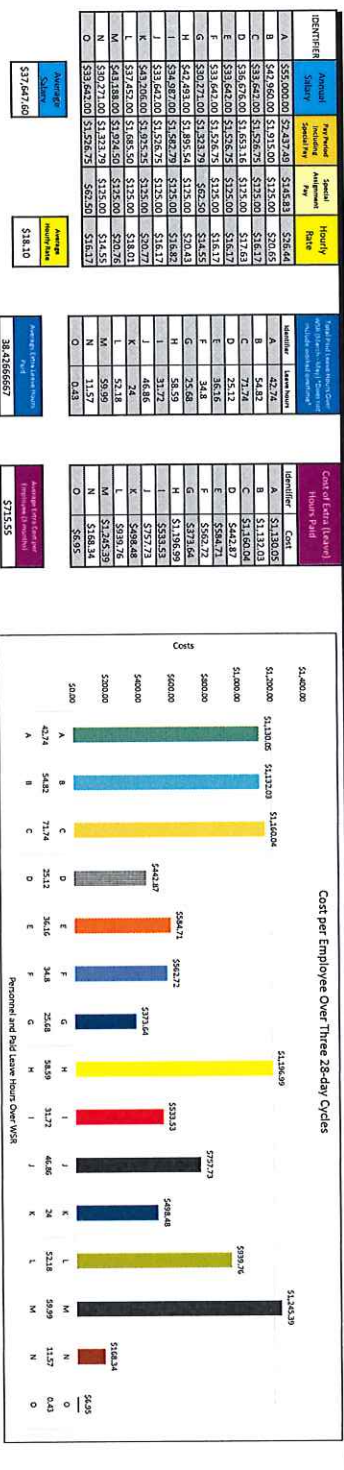
WSR requires 150 working and/or leave hours during a 76-day cycle

ID	IDENTIFIER	WORKED	PROD-LOW	WOP	IDENTIFIER	WORKED	PROD-LOW	WOP
A	14.57	0	0	0	A	174.67	0	0
B	12	0	0	0	B	112.56	0	0
C	20.65	0	0	0	C	180.65	0	0
D	9.04	0	0	0	D	169.04	0	0
E	5.46	0	0	0	E	165.66	0	0
F	12.19	0	0	0	F	172.19	0	0
G	14.38	0	0	0	G	174.38	0	0
H	24	0	0	0	H	155.54	0	0
I	9.81	0	0	0	I	169.52	0	0
J	18.11	0	0	0	J	171.31	0	0
K	14.52	36	0	0	K	153.12	0	0
L	14.87	0	0	0	L	182.01	0	0
M	22.69	0	0	0	M	182.69	0	0
N	0	0	0	0	N	183.24	0	0
O	0.18	0	0	0	O	174.57	0	0

ID	Name	Week 1				Week 2				Week 3				Week 4			
		Wanted	Position	W/L	W/L	Wanted	Position	W/L	W/L	Wanted	Position	W/L	W/L	Wanted	Position	W/L	W/L
A	198.7	15.847	0.27	0	46.31	0	0	32.15	11.03	0	53.47	0	0	0	0	0	0
B	53.86	32	0	0	8.38	24	0	64.9	0	0	35.78	12	0	0	0	0	0
C	24.9	0	0	0	75.43	0	0	29.07	0	0	0	53.0	4	0	0	0	0
D	26.13	0	0	0	72.05	0	0	25.89	0	0	0	0	0	0	0	0	0
E	19.53	13	0	0	57.72	2.53	0	21.08	0	0	53.01	4	0	0	0	0	0
F	29.51	0	0	0	60	0	0	21.6	0.4	0	63.8	0	0	0	0	0	0
G	28.09	0	0	0	61.58	15	0	35.39	0	0	40.72	24	0	0	0	0	0
H	38.02	0	0	0	51.35	12	0	45.94	24	0	32.57	32	0	0	0	0	0
I	25.34	0	0	0	65.53	0	0	28.04	0	0	24.62	36	0	0	0	0	0
J	12.72	12.72	18.83	25.68	0	0	31.21	19.77	4.95	26.75	0	0	0	0	0	0	0
K	1	0	0	0	0	0	0	64.45	0	0	13.17	12	0	0	0	0	0
L	68.7	0	0	0	0	0	0	51.85	0	0	37.55	6.67	0	0	0	0	0
M	64.05	0	0	0	0	0	0	62.29	0.35	0	6.7	17.3	0	0	0	0	0
N	48.83	13.1	0	0	74.53	0	0	31.31	0.75	0	65.75	0	0	0	0	0	0
O	26.65	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

ID	Name	Week 1				Week 2				Week 3				Week 4			
		Wanted	Position	W/L	W/L	Wanted	Position	W/L	W/L	Wanted	Position	W/L	W/L	Wanted	Position	W/L	W/L
A	198.7	15.847	0.27	0	46.31	0	0	32.15	11.03	0	53.47	0	0	0	0	0	0
B	53.86	32	0	0	8.38	24	0	64.9	0	0	35.78	12	0	0	0	0	0
C	24.9	0	0	0	75.43	0	0	29.07	0	0	0	53.0	4	0	0	0	0
D	26.13	0	0	0	72.05	0	0	25.89	0	0	0	0	0	0	0	0	0
E	19.53	13	0	0	57.72	2.53	0	21.08	0	0	53.01	4	0	0	0	0	0
F	29.51	0	0	0	60	0	0	21.6	0.4	0	63.8	0	0	0	0	0	0
G	28.09	0	0	0	61.58	15	0	35.39	0	0	40.72	24	0	0	0	0	0
H	38.02	0	0	0	51.35	12	0	45.94	24	0	32.57	32	0	0	0	0	0
I	25.34	0	0	0	65.53	0	0	28.04	0	0	24.62	36	0	0	0	0	0
J	12.72	12.72	18.83	25.68	0	0	31.21	19.77	4.95	26.75	0	0	0	0	0	0	0
K	1	0	0	0	0	0	0	64.45	0	0	13.17	12	0	0	0	0	0
L	68.7	0	0	0	0	0	0	51.85	0	0	37.55	6.67	0	0	0	0	0
M	64.05	0	0	0	0	0	0	62.29	0.35	0	6.7	17.3	0	0	0	0	0
N	48.83	13.1	0	0	74.53	0	0	31.31	0.75	0	65.75	0	0	0	0	0	0
O	26																

Patient	Week 1				Week 2				Week 3				Week 4				Week 5				Week 6				Week 7				Week 8				Week 9				Week 10				Week 11				Week 12				Week 13				Week 14				Week 15				Week 16				Week 17				Week 18				Week 19				Week 20				Week 21				Week 22				Week 23				Week 24				Week 25				Week 26				Week 27				Week 28				Week 29				Week 30				Week 31				Week 32				Week 33				Week 34				Week 35				Week 36				Week 37				Week 38				Week 39				Week 40				Week 41				Week 42				Week 43				Week 44				Week 45				Week 46				Week 47				Week 48				Week 49				Week 50				Week 51				Week 52				Week 53				Week 54				Week 55				Week 56				Week 57				Week 58				Week 59				Week 60				Week 61				Week 62				Week 63				Week 64				Week 65				Week 66				Week 67				Week 68				Week 69				Week 70				Week 71				Week 72				Week 73				Week 74				Week 75				Week 76				Week 77				Week 78				Week 79				Week 80				Week 81				Week 82				Week 83				Week 84				Week 85				Week 86				Week 87				Week 88				Week 89				Week 90				Week 91				Week 92				Week 93				Week 94				Week 95				Week 96				Week 97				Week 98				Week 99				Week 100				Week 101				Week 102				Week 103				Week 104				Week 105				Week 106				Week 107				Week 108				Week 109				Week 110				Week 111				Week 112				Week 113				Week 114				Week 115				Week 116				Week 117				Week 118				Week 119				Week 120				Week 121				Week 122				Week 123				Week 124				Week 125				Week 126				Week 127				Week 128				Week 129				Week 130				Week 131				Week 132				Week 133				Week 134				Week 135				Week 136				Week 137				Week 138				Week 139				Week 140				Week 141				Week 142				Week 143				Week 144				Week 145				Week 146				Week 147				Week 148				Week 149				Week 150				Week 151				Week 152				Week 153				Week 154				Week 155				Week 156				Week 157				Week 158				Week 159				Week 160				Week 161				Week 162				Week 163				Week 164				Week 165				Week 166				Week 167				Week 168				Week 169				Week 170				Week 171				Week 172				Week 173				Week 174				Week 175				Week 176				Week 177				Week 178				Week 179				Week 180				Week 181				Week 182				Week 183				Week 184				Week 185				Week 186				Week 187				Week 188				Week 189				Week 190				Week 191				Week 192				Week 193				Week 194				Week 195				Week 196				Week 197				Week 198				Week 199				Week 200				Week 201				Week 202				Week 203				Week 204				Week 205				Week 206				Week 207				Week 208				Week 209				Week 210				Week 211				Week 212				Week 213				Week 214				Week 215				Week 216				Week 217				Week 218				Week 219				Week 220				Week 221				Week 222				Week 223				Week 224				Week 225				Week 226				Week 227				Week 228				Week 229				Week 230				Week 231				Week 232				Week 233				Week 234				Week 235				Week 236				Week 237				Week 238				Week 239				Week 240				Week 241				Week 242				Week 243				Week 244				Week 245				Week 246				Week 247				Week 248				Week 249				Week 250				Week 251				Week 252				Week 253				Week 254				Week 255				Week 256				Week 257				Week 258				Week 259				Week 260				Week 261				Week 262				Week 263				Week 264				Week 265				Week 266				Week 267				Week 268				Week 269				Week 270				Week 271				Week 272				Week 273				Week 274				Week 275				Week 276				Week 277				Week 278				Week 279				Week 280				Week 281				Week 282				Week 283				Week 284				Week 285				Week 286				Week 287				Week 288				Week 289				Week 290				Week 291				Week 292				Week 293				Week 294				Week 295				Week 296				Week 297				Week 298				Week 299				Week 300				Week 301				Week 302				Week 303				Week 304				Week 305				Week 306				Week 307				Week 308				Week 309				Week 310				Week 311				Week 312				Week 313				Week 314				Week 315				Week 316				Week 317				Week 318				Week 319				Week 320				Week 321				Week 322							
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SOUTH CAROLINA DEPARTMENT OF JUVENILE JUSTICE
STANDARD OPERATING PROCEDURES

SUBJECT: Time Administration		Page: 1 of 3
DIVISION/OFFICE/AREA: Office of Human Resources/Time and Leave Administration		
SCDJJ RELATED POLICIES: 224, 225		
SCDJJ RELATED FORMS:		
Effective Date	(Name) Agency Director	
UPDATE:		
Effective Date	(Name) Executive Manager	

OBJECTIVE:

To establish a streamlined procedure for supervisors to manage the time and leave of their direct reports and to create a standard by which working time and absences are to be recorded in SCEIS.

SCOPE:

Time and Leave administrators at the SC Department of Juvenile Justice (DJJ) are required to monitor and enter time and leave accurately for non-exempt employees in their respective areas of responsibility. It is the responsibility of the supervisor to ensure that worked time and absences are verified and reported to the Time and Leave administrator responsible for their specific areas on a weekly basis so that proper recording can be conducted and to address any deficiencies in order to meet payroll deadlines.

PROCEDURES:

1. Supervisors of non-exempt employees will provide or make available (to their respective Time Administrator) all shift reports, sign-in sheets and time records pertaining to their area of responsibility on Monday each week for the preceding week's recording.
 - a. Supervisors are responsible for verifying the accuracy of the reports prior to submitting them to the Time administrator.
 - i. Sign-in sheets will be maintained at each facility for the purpose of recording and verifying an employee's actual worked time and approved leave.
 1. Sign-in Sheets/Clock punches should match what is recorded on the shift report

- ii. Each employee will have their own sign-in sheet that identifies:
 - 1. The employee
 - 2. Facility to which assigned
 - 3. Shift to which assigned
 - 4. Shift supervisor of approving authority
 - 5. Dates covered (weekly: Monday through Sunday as represented in SCEIS)
 - 6. Time signed in to each shift
 - a. Verified by Supervisor's signature
 - 7. Time each shift ended
 - a. Time is to be recorded even if the employee works into an adjacent shift
 - b. Verified by Supervisor's signature
- b. Supervisors are responsible for keeping track of their employee's leave accruals and usage as outlined in SCDJJ Policy 225
 - i. If unable to access the Manager's Self Service (MSS) portal in SCEIS, the leave balance and accrual information should be obtained on a regular (monthly, bi-weekly) basis from the Time administrator in order to make informed scheduling decisions concerning the approval/denial of an employee's leave request.
- 2. Time administrators will receive each week's time reports from their assigned area's supervisor each Monday or the first working day of each week.
 - a. The Time administrator will review the time reports checking for errors (missing time, discrepancies between shift report and sign-in/clock-in reports, and absences).
 - b. The Time administrator will communicate any observed time and leave related discrepancies with the facility supervisors/managers. Once working time or absence has been verified, a record must be kept with the corresponding time sheet for auditing and referencing purposes.
- 3. The Time administrator will record/verify all worked time and absences in SCEIS using the ECC & BW portal.
 - a. Actual worked time entered into SCEIS will mirror the verified time that the Time and administrator receives from the supervisors of their respective facilities.
 - b. Any absences, whether planned or unplanned should be approved/verified by the supervisor per SCDJJ policy 225
 - c. When entering approved leave into SCEIS, it should be measured against the employee's Work Schedule Rule (WSR).
 - i. For example:
 - 1. An employee has a WSR that requires Ten (10) working hours per day Monday through Thursday with Friday, Saturday and Sunday scheduled OFF.
 - 2. The employee works Twelve (12) hours Monday, Ten (10) hours on Tuesday, Ten (10) hours on Wednesday, and Eight (8) hours on Thursday.
 - 3. Since the employee worked the expected number of hours for the week as required by the WSR, no leave should be entered for that Thursday.

4. A work rule substitution may be utilized to reconcile times if necessary.
- ii. The Time administrator will reconcile worked time and leave with the WSR for each pay period.
 1. An employee should not have leave time entered (in a given pay period) if they have verified working times equal to or in excess of their WSR.
 - a. Exception: If an employee is placed in a leave without pay status as a result of a disciplinary action, the leave will be entered based on the number of approved and verified hours provided by the supervisor even if the resulting hours exceeds the target hours of the WSR.
 - b. If an employee works on a non-scheduled day but is approved to be absent on a scheduled day, a substitution must be made in SCEIS to reflect the change in schedule.
 - i. Leave will not be entered for the scheduled day not worked.
 - c. If there is missing time for a specific **pay period** after all worked time and approved leave is entered, paid leave must be entered to account for the deficit.
 - i. If paid leave accruals have been exhausted, leave without pay must be entered to reconcile the time.
 - ii. Time administrators will notify the employee's supervisor via email in any instance where leave had to be applied to satisfy a WSR.
 1. It is the supervisor's responsibility to ensure his/her employees are on duty for the time dictated by the shift's schedule.
 2. The supervisor will notify the employee of the charged leave and leave status.

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